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ABSTRACT

Faculty and administration policies and procedures are presented in two volumes, published in June and August 1975. The purpose, aims, and governance of the college are outlined, followed by descriptions of faculty personnel affairs. These include recruitment and appointment, rank and promotions, tenure, termination and nonrenewal of contracts, grievance procedures, retirement, responsibilities, teaching load, outside activities, salaries, and pensions and other benefits. The administrative organization and administrative personnel are also described, along with academic facilities and special programs. Special services are mentioned briefly. (LBH)

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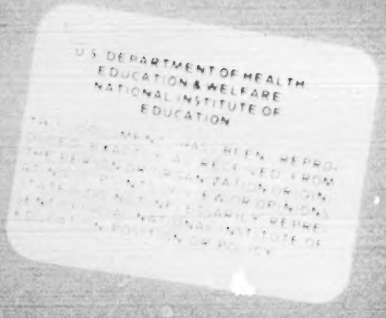
Elmhurst College

Elmhurst, Illinois

Manual for Faculty and Administrative Affairs



HE 007 429

June 11, 1975

FOREWORD

The appropriate policies set forth in this Manual are supplemental to letters of appointment.

Elmhurst College is an Equal Opportunity Employer

I. Purpose and Aims of Elmhurst College

A. Statement of Purpose

Elmhurst College is committed to being an educational institution where, within the context of Christian faith and concern, dedicated teachers and qualified students are brought together for the purposes of learning and of searching for truth. Academic excellence and academic freedom are paramount in this experience.

B. Aims of Elmhurst College

Throughout its history Elmhurst College has been a school of liberal arts in the Christian tradition. Its avowed and practiced aim is to help each individual achieve scholarly excellence and reach an appreciation of moral and religious values. The personal relationship among administration, faculty and students of this college fosters a spirit characterized by the attributes of "freedom, equitableness, calmness, moderation, and wisdom."

The college faculty and facilities are maintained to help the student (1) develop, through the natural sciences, a disciplined and inquiring mind toward the phenomena of his world; (2) secure, through the study of history, literature, art, and philosophy a perspective and an appreciation of his heritage; (3) discover the facts and problems of the social and political institutions of his time and direct his efforts toward a sympathetic and responsible understanding of them; (4) acquire the poise that comes from recognition and acceptance of ethical and religious values in a cultural situation; (5) attain the standards in his major field of study; (6) enlarge the opportunities of lifelong learning for students of all ages.

II. The Governance of Elmhurst College

A. The Basis of Governance

The final responsibility for governing Elmhurst College is vested in the Board of Trustees by the Constitution and By-Laws of Elmhurst College except as specifically limited within the Articles of Incorporation, the Constitution, the By-Laws, and the Laws of the State of Illinois.

General responsibility for the daily operation of the College shall rest with the President of the College. The President of the College is empowered to implement policy as authorized by the Board of Trustees, consistent with the Constitution, By-Laws, and the Laws of the State of Illinois.

Primary responsibility for curriculum, requirements for admission and graduation, standards of scholarship and general academic programs of the College are delegated to the faculty, subject to the approval of the Board of Trustees.

B. Changes in the Manual

A proposed change in this Manual may be initiated by the faculty or by the Board of Trustees. Any change made in the policies stated in this Manual requires the final approval of the Board of Trustees with prior consultation with the Faculty Council.

III. Faculty Personnel Affairs

A. Recruitment and Appointment

1. Authority to Employ Faculty Members

Unless otherwise subsequently changed by the Board action and reported herein, the President of the College has been granted the authority by the Board of Trustees with full power and authority to employ faculty members to fill vacancies in existing positions.

The creation of new faculty positions shall have approval of the Board of Trustees prior to the appointment to the position.

2. Qualifications for Appointment

A person is qualified to teach at Elmhurst College if he*meets the professional standards of his field, has the ability to teach, and relates to students. The term "professional standards" means a general knowledge of one's field, new methods, and current literature, as determined by the members of the discipline. A person is qualified if he is acceptable to a department in that:

a. he fulfills the criteria of the rank at which he was hired;
b. he fulfills the professional requirements of his discipline as interpreted by the department;
c. he fulfills a specific need because of his talents and training.

3. Kinds of Appointment

Appointments to the teaching faculty of the College shall be of two kinds:

a. A term appointment shall be for a specified period of time and shall terminate at the conclusion of the specified period without the necessity of notice of any kind. Whenever possible individuals shall be notified by April 15 concerning their status for the forthcoming year, but in no event shall failure to give such notice constitute renewal of contract.

* Wherever in these By-Laws the pronoun he is used, it is understood to mean he or she.

b. A regular appointment shall be for a probationary period of service leading to permanent tenure on the teaching faculty, unless the appointment is terminated by action of the appointee or by action of the College as hereinafter provided.

The precise terms and conditions as to kind of appointment, rank, dates of beginning and close of period covered by the appointment, number of years remaining in the probationary period in the case of regular appointment, and salary shall be stated in writing and be in posession of both the College and the appointee before an appointment to the teaching faculty is consummated.

4. Assignment of Rank and Promotions

A new faculty member is assigned a rank according to the criteria which are stated in the policy on promotion. Promotions are not automatic. They are the result of recommendations, based on evaluations by the following: The department Chairperson, the Faculty Council, the Dean of the College and the President of the College. Promotions require the approval of the Board of Trustees.

The following are the guidelines for promotior:

An Instructor

a. Shall hold the master's degree or equivalent;
b. Shall have evident ability as a teacher;
c. Shall have well formulated plans for further graduate study or for continued scholarly or creative activity.

An Assistant Professor

a. Shall hold the master's degree or equivalent and shall have shown evidence of a substantial amount of advanced study and/or creativity in his field;
b. Shall have evident ability as a teacher;
c. Shall give evidence of ability to do scholarly or creative work;
d. Shall give evidence of institutional usefulness in addition to teaching.

An Associate Professor

Either

a. The candidate shall fulfill one of the following with regard to professional training:

1) shall hold the Ph. D. degree (or comparable third degree);
2) shall have exceptional training, study, or experience (for example, an outstanding public figure in the arts, sciences, or literature);
3) shall be in a field that does not require the Ph. D. as a terminal degree. In this case, the Faculty Council shall determine whether or not the individual meets the professional standards of the field at a level appropriate for promotion to Associate Professor.

b. Shall have had at least six years of full-time teaching experience or the equivalent;
c. Shall have demonstrated ability as an effective teacher;
d. Shall have demonstrated ability to do scholarly or creative work;
e. Shall give evidence of institutional usefulness in addition to teaching.

Or

Under exceptional circumstances, may be appointed when all the following criteria are satisfied:

a. Shall have taught at least four years beyond the achievement of tenure at Elmhurst College;
b. Shall have ordinarily completed at least the equivalent of two years of study beyond the master's degree and shall have been in good standing when he left his graduate work;
c. Shall have demonstrated positive evidence of continuing scholarly activity in publications and/or participation in activities indicative of scholarly interests;
d. Shall have given positive evidence of his concern for the College by his commitment and contribution to the goals of the College.

A Professor

a. Shall hold the Ph. D. degree (or a comparable third degree, or shall have exceptional training, study, or experience which by its nature does not culminate in a doctor of philosophy degree;
b. Shall have at least ten years of full-time teaching experience or the equivalent;
c. Shall have an established reputation as an inspiring and especially effective teacher;
d. Shall have a record of continuous productive scholarship which gives an established reputation within the profession;
e. Shall give evidence of institutional usefulness in addition to teaching.

Administrators Holding Faculty Rank

a. In all instances the criteria stated above shall be adhered to.
b. The approval of the appropriate department chairperson and the Dean of the College shall be required.
c. Administrators granted faculty rank shall be expected to teach a course as often as possible, but at least once every three years.
d. Normally, faculty rank will be given only to administrative personnel holding a position on the third line of the administrative organizational chart or such other persons as the President of the College deems equivalent in responsibilities.

B. Tenure

1. Attainment of Permanent Tenure

Tenure is not automatic but involves all of the following procedures: The serving of a stated probationary period; recommendations from the department chairperson, the Faculty Council, the Dean of the College, and the President of the College; and approval by the Board of Trustees.

2. Probationary Period Leading to Tenure

The period of probationary service on a regular appointment to the teaching faculty shall be six years for an instructor and five years for an assistant professor or appointee of higher rank, including all years of prior full-time teaching service in other accredited colleges and universities and/or all prior years of other kinds of full-time employment deemed by the College to be directly applicable to teaching service, provided that in any case the probationary period shall include full-time service on the faculty of Elmhurst College of four years for an instructor, three years for an assistant professor, three years for an associate professor, and two years for a professor.

Where tenure is not granted, the dates of notification as stated in Section C, 2 apply. When tenure is granted, the tenure appointment shall be effective at the beginning of the academic year following the probationary period.

Part-time service and time spent on leave shall not be counted as part of the probationary period. When a faculty member is promoted from within the College, his total probationary period shall be the number of years indicated herein for the rank to which he is promoted.

3. Meaning of Permanent Tenure

Permanent tenure on the teaching faculty of the College shall mean the opportunity to accept full-time employment in duties appropriate to the individual's training and experience as a member of the teaching faculty through each successive academic year at a salary within the range for the appointee's rank as indicated by the announced faculty salary schedule of the College for the particular year. The permanent tenure of a member of the teaching faculty shall continue until: retirement, death, or resignation, termination for adequate cause or for medical reasons, termination due to financial exigency or elimination or curtailment of an academic program. A teaching faculty member may be offered and may accept an assignment to administrative duties and position without interrupting or impairing his tenure status, but tenure shall apply only to his rank and service in the teaching faculty; an administrative assignment is subject to change at any time by action of the President.

The President, in consultation with the Dean of the College, shall periodically review department and division chairpersonship appointments. Department and division chairperson appointments are considered administrative in nature.

4. Obligation of Faculty Member

A faculty member having the rights and privileges of permanent tenure shall have the continuing professional responsibility to render efficient service to the College and to keep informed in his field. If he decides to leave the College, he shall notify the appropriate administrative officers in writing by April 15.

5. Library Staff Member with Faculty Rank

The policies and provisions described in the preceding paragraphs with respect to a member of the teaching faculty shall apply to a faculty member engaged in full-time professional service on the staff of the Library, professional library service on an academic-year basis being substituted for teaching service wherever mentioned.

C. Termination and Nonrenewal of Contracts

The authority for the termination of employment by the College is vested in the Board of Trustees. Exercise of this authority is delegated

to the President of the College, subject to review by the Board. The purpose of the hearing procedures herein provided for shall be: a) to inform fully the tenured faculty member the reasons for termination; and b) to give an opportunity to a tenured faculty member to be heard. It is expected that the President of the College and the Board will consider the matters brought forth in said procedures in making the final decision on the question of termination or nonrenewal.

1. Termination of Appointment by the Faculty Member

A faculty member may terminate his appointment effective at the end of the academic year provided that he gives notice in writing to the Dean of the College at the earliest possible opportunity, but not later than April 15, or 30 days after receiving notification of the terms of his employment for the coming year, whichever date occurs later. The faculty member may properly request from the President a waiver of this requirement of notice in case of hardship.

2. Notice Required for Probationary Faculty

A regular appointment to the teaching faculty may be terminated at the close of any academic year (September 1 to August 31) during the appointee's probationary period by written notice of the College's intention not to re-employ him, such notice to be given before March 15 preceding the close of the academic year for first-year faculty, before December 15 preceding the close of the academic year for second year faculty, and before August 31 of the preceding academic year for third-year and above faculty.

In cases involving dismissal for adequate cause, the above dates will not apply.

3. Termination for Adequate Cause

Faculty may be terminated at any time for adequate cause upon notification by the President. If the faculty member wishes to appeal the proposed discontinuance for cause, he has the right to request from the Dean of the College a hearing before the Appeal Board. Such a request must be within five days of receipt of notification of termination. The Appeal Board shall grant a hearing within fourteen days of such notification.

If a hearing is not requested in accordance with the above provisions, the termination is forthwith effective, subject to the confirmation of the Board of Trustees.

An Appeal Board decision shall be forwarded by the Dean of the College to the President within three days. The President shall render his decision and, within five days advise the faculty member of further appeal rights before the Executive Committee of the Board of Trustees. The faculty member has the further right of appeal before the Executive Committee of the Board of Trustees.

4. Termination for Medical Reasons

Termination of a tenured appointment or of a probationary appointment before the end of the period of the appointment for medical reasons shall be based upon medical evidence, and notification of termination shall be given in writing by the President. If the faculty member wishes to appeal the proposed termination for medical reasons, the faculty member shall have the right to request a hearing before the Appeal Board within three days of said notification of termination, and the Appeal Board shall grant a hearing within fourteen days of such notification.

If a hearing is not requested in accordance with the above provisions, the termination is forthwith effective, subject to the confirmation of the Board of Trustees.

A decision of the Appeal Board shall be forwarded by the Dean of the College to the President within three days. The President shall render a decision within five days and advise the faculty member of further appeal rights before the Executive Committee of the Board of Trustees. The faculty member is hereby granted the further right of appeal before the Executive Committee of the Board of Trustees.

5. Termination of Tenured Faculty when an Academic Program or a Department is Eliminated or Curtailed

a. Procedures for the elimination or curtailment of an academic program or department.

The Board of Trustees, upon the recommendation of the President of the College after the President's consultation with the Academic Council and the Faculty, may authorize the elimination or curtailment of an academic program or department.

b. Criteria for the termination of tenured faculty when required by the elimination or curtailment of an academic program or department.

When the above determinations are made, the President of the College shall by letter authorize the Dean of the College to terminate individual contracts according to the criteria stated below. When an entire program must be eliminated, causing the need for the reduction of all faculty for that program, then these criteria shall not apply.

1) Length of Service and Rank Criteria

The reduction of faculty members in a department or a program of Elmhurst College will be based on the length of service (LOS) and rank, except when programmatic criteria are applied. LOS will be determined according to the following definitions:

a. Continuous full-time instructional service at Elmhurst College beginning with the date of regular appointment, excluding teaching overloads and teaching in the Summer Session.

b. Previous continuous full-time instructional service at Elmhurst College, excluding teaching overloads and teaching in the Summer Session.

c. All part-time instructional service at Elmhurst College prior and subsequent to regular appointment calculated on the basis of eight courses as equal to one year.

d. Instructional service by administrators with academic rank will accrue LOS on the basis of four courses being equal to one year of LOS. (For LOS purposes, Department Chairpersons are considered to be full-time faculty.)

e. Leaves of Absences and Sabbatical Leaves

(1) Leaves granted by the College for maternity, paternity, and illness will count full credit for LOS.

(2) Sabbatical leaves granted by the College will count full credit for LOS.

3) Leaves of absences, not included above, will count toward LOS when it can be shown that the leave is related to the individual's professional development. In cases where leaves of absence extend more than one year, only one year of LOS credit will be granted. The Faculty Council shall be responsible for determining LOS credit for leaves of absence in cases of this type.

The sum of (1), (2) and (3) in years and/or fraction of year will be the LOS. A rank factor, R, will be added to the LOS. R will be calculated according to the following formula: R= 1.7N where N=3 for a full professor; N=2 for an associate professor; N=1 for an assistant professor and N=0 for an instructor. The total "credit" will be calculated as follows: T=LOS + 1.7N.

The Dean of the College shall determine the total "credit" T, calculated as T=LOS + 1.7N and shall notify the department chairperson of the total "credit" standing of each person in said department and shall indicate to the department chairperson the faculty member or members with the lowest standing as the member or members whose contract will be terminated.

2) Programmatic criteria

If, in the opinion of the department chairperson, the application of the above criteria or the reduction of a probationary faculty member would demonstrably weaken the department's academic program, the chairperson after consultation with the Dean of the College, may appeal the selection of termination of faculty employment to the Faculty Council and present an alternative faculty member for reduction. Such an appeal shall be made within five days after the department chairperson is notified of the intended termination on the basis of Length of Service and Rank Criteria. Within fourteen days after the Department Chairperson submits a written appeal, the Faculty Council shall meet and submit its recommendations to the Dean of the College within three days after its meeting.

c. Notification of tenured faculty members of termination of contract due to elimination or curtailment of an academic program or department

The Dean of the College shall provide timely notice to such

faculty members who must be terminated because of the elimination or curtailment of the program or department. Timely notice shall be notice on or before August 31 of the preceding academic year.

6. Termination of Tenured Faculty for Reasons of Financial Exigency

a. Procedures for the reduction of faculty because of financial exigency

1) The Board of Trustees, if it deems it necessary, shall authorize the reduction of faculty positions for reasons of financial exigency.

2) The Board of Trustees shall delegate to the President and the Academic Council the responsibility of implementing its decision.

b. Procedures for implementing the decision of the Board of Trustees to terminate faculty positions.

1) The President of the College shall request that the Dean of the College and the Academic Council prepare a plan for reductions indicating which departments should be reduced and the number of reductions within those departments.

2) When the above determinations are made, the President of the College shall by letter authorize the Dean of the College to terminate individual contracts according to the criteria stated in 5, b, 1), and 2) above.

c. Notification of tenured faculty for termination of financial exigency.

The Dean of the College shall serve written notice to the faculty member of termination. Timely notice shall be notice on or before August 31 of the preceding academic year. The written notice shall include a request for written verification of the receipt of the notice and the date of the receipt over the signature of the faculty member. The notice shall also advise the faculty member of the hearing procedures available.

7. The Hearing Procedures

Any tenured faculty member notified of termination of employment for financial exigency or elimination or curtailment of an

academic program and desiring a hearing:

a. Shall within ten days request a meeting with the Dean of the College, the department chairperson and the division chairperson in order to discuss the notification of termination. The faculty member may be appropriately represented. Such a meeting shall be arranged and held within ten days after the faculty member's request.

b. Thereafter the faculty member may within five days following the meeting appeal an adverse decision to the Appeal Board. The request shall be in writing to the Dean of the College, and he shall notify the Appeal Board within five days after the faculty member's request.

c. The hearing by the Appeal Board shall be within thirty days following the notification of the Appeal Board by the Dean. Hearing requests shall be attended to on the basis of the order of filing.

d. The Appeal Board shall within ten days following the conclusion of its hearing submit its decision in writing to the faculty member and the Dean of the College.

e. Within ten days of the receipt of the decision of the Appeal Board, the Dean of the College shall submit to the President of the College the written recommendations of the Appeal Board, the department chairperson, the arguments of the faculty member and his own recommendation.

f. The President of the College shall render his decision within thirty days and following receipt of the Dean's recommendation shall file copies of his decision with the faculty member, the department chairperson, the Appeal Board and the Dean of the College. The President of the College shall also advise the faculty member of his rights of appeal.

g. In all hearings before the Appeal Board, the faculty member and such persons involved in the recommendation of termination of employment shall have the right to present oral and written testimony, call those witnesses that have pertinent testimony, have the right of counsel, have the right to cross-examine, rebut and give a summation.

h. Any person involved in the decision may not sit on the Appeal Board.

i. Transcripts of the hearings, taped or written, shall be kept by the President of the College. A copy of such transcripts shall upon request be provided the appellant. The transcripts shall be available for review by all other parties directly involved in such appeal.

j. Releases for all documents pertinent to the hearing before the appeal body shall be sought and obtained by the Dean of the College prior to the hearing and made available to the parties concerned.

k. Hearing Procedures shall be conducted during the period of September 1 to May 10. Any Hearing Procedure not completed by May 10 shall be continued until September 1st.

8. Hearing an Appeal by the Executive Committee of the Board of Trustees

a. Tenured faculty upon written request are entitled to a hearing before the Executive Committee of the Board of Trustees. Such a request shall be filed with the President of the College within ten days after receipt of a copy of the President's decision.

b. Dates of hearings before the Executive Committee of the Board of Trustees shall be at the earliest convenience of the aforementioned committee. There shall be no appeal of the committee's decision.

c. The Chairperson of the Board shall send a letter to the Faculty member giving the decision of the Executive Committee of the Board of Trustees relative to termination.

9. Faculty Retirement

Retirement is at the age of 65 years for all personnel of the College, subject only to continued employment on a year-to-year basis until age 70 by the action of the Executive Committee of the Board of Trustees. Employment shall continue to the end of the academic year in which the 65th birthday occurs.

D. Responsibilities of Faculty Members

The primary responsibility of faculty members is teaching. Other responsibilities include attending faculty meetings, membership on Committees and Councils, advising and counseling students, professional development and activities, and participation in general College activities.

Assignment of Responsibilities

In order to define and state the assignment of responsibilities the following are offered:

1. Definitions:

a. Work Load: A Work Load of a faculty member, shall consist of one or more of the following, one of which shall be teaching: teaching, co-curricular and administrative responsibilities. The co-curricular and administrative responsibilities shall be equated with the course teaching load.

b. Teaching Load: That portion of a faculty member's responsibilities involved in the presentation of courses during the three terms of the year.

c. Teaching Overload: The presentation of an additional course beyond the normal teaching load for a given year.

d. Course: A unit of study which, when presented during the fall and spring terms, comprises one-fourth of the normal study load for students.

e. Interim Course: A course presented during the one-month term in January.

f. Term: The duration of course offerings according to the college calendar. There are three terms: Fall, Interim, and Spring.

2. Teaching Load for Full-Time Faculty

a. The normal teaching load for the academic year for faculty members in the Division of the Humanities, the Division of the Social Sciences, and the Department of Mathematics will be six courses. The six courses may be distributed in the three terms of the academic year as follows:

Fall	Interim	Spring
3	1	2
2	1	3
3	0	3

b. The normal teaching load for the academic year for faculty members in the Division of Natural Sciences (except the Department of Mathematics) will be five courses. They may be distributed as follows:

Fall	Interim	Spring
2	1	2
3	0	2
2	0	3

c. Interim courses shall be considered to be the equivalent of one course. Under exceptional circumstances the Interim course may be evaluated under the procedures of Section d (below). Interim courses are not intended to be an overload, but part of the normal work load of the faculty.

d. The following programs of study and student activities shall be evaluated by the faculty member, his department chairperson, and the Dean of the College to determine their proper course value: supervising student teaching, service courses in physical education, directing choral, instrumental, musical or theatrical groups, and coaching. When such activity constitutes the equivalent of a course, every attempt shall be made to incorporate it into the normal work load of the faculty member.

e. Each department chairperson shall assign teaching loads within his department in an equitable manner. He shall consider number of preparations, class sizes, levels of instruction, and types of courses taught. The Dean of the College shall review annually the teaching loads of the faculty.

f. Department chairpersons shall attempt to distribute independent study and supervision of student research equitably among the members of the department. In general, independent study and supervision of student research shall not be considered an overload. If a faculty member has a large number of students for special study projects, he may request that this activity be equated with a course in his teaching load. Approval of such request must be through the department chairperson and the Dean of the College to the President.

3. Instances when Consideration Shall be Given for Reduction in Teaching Load.

a. Department chairpersons with heavy administrative responsibilities may have their teaching loads reduced. Such reduction shall require the recommendation of the Dean of the College and approval by the President.

b. Faculty members undertaking special research or writing assignments may request to have their teaching loads reduced. Such requests must have the approval of the department chairperson, the Dean of the College, and the President.

4. Teaching Overloads

a. Instances of Overloads

1) In general, overloads should be avoided. Additional compensation shall be paid only when it is necessary to assign an additional course to a faculty member. This assignment must have the approval of the Dean of the College. Com-

pensation for an additional course shall be computed accordirg to the Evening Session pay schedule.

2) Compensation for teaching responsibilities as described in 2.d (above) which constitute an overload shall be an amount determined in advance in agreement among the faculty member, the department chairperson, and the Dean of the College.

3) All activities for which faculty seek additional renumeration and which go beyond the normal teaching load must have the prior approval of the department chairperson, the Dean of the College, and the President.

b. Responsibilities Which Do Not Constitute an Overload

1) Advising: All faculty members shall be expected to act as advisers to students according to equitable assignment from the Coordinator of Advising.

2) Registration: All faculty members shall be expected to assist in routine registration procedures.

3) Council and committee assignments: All faculty members shall be expected to share in assignments to councils and/or committees. Such assignments shall be distributed as evenly as possible.

4) Counseling: All faculty members shall be expected to be available to students when out-of-class help is sought.

5. Outside Activities to be Reported to and Approved by the Dean of the College

These outside activities shall be reported to and approved by the Dean of the College:

a. taking more than one graduate course per semester; or

b. teaching more than one overload per semester, whether at Elmhurst College, Day or Evening Session, or elsewhere; or

c. consulting and other outside employment to the degree of more than twenty percent of the time which should be devoted to a full-time work load as defined in the Faculty Manual.

6. Review

It shall be the continuing responsibility of the Faculty Council to review the policies and provisions concerning faculty work loads and shall recommend to the Board of Trustees appropriate revisions in order to obtain the most judicious use of fiscal and human resources in offering courses of instruction.

E. Salary Schedule

The salary schedule states the ranges for each rank within which the President may hire a faculty member and within which the President may increase the salary of a faculty member. The schedule is adjusted from time to time by the Executive Committee of the Board, appears in the Faculty Handbook, and is available in the Office of the Dean of the College.

Faculty salaries are reviewed annually.

Normally, contracts will be issued as early as possible in the second term. However, financial conditions as determined by enrollment forecasts may require that the decision on contracts be postponed. This shall be stated in writing to each faculty member by the President.

F. Pensions and other Benefits

The plan for pensions and other benefits, as set forth in a separate booklet, is supplemental to the letter of appointment.

III. Administrative Personnel Affairs

Some policies as stated in Section III, Faculty affairs, apply to the professional staff. The applicable sections are as follows:

A-4. Assignment of Rank and Promotions - Administrators Holding Rank

C-9. Retirement

F. Pensions and other Benefits

The Plan for Pensions and other Benefits, as set forth in a separate booklet, is supplemental to the letter of appointment.

The President of the College has been granted the authority by the Board of Trustees with full power and authority to employ and terminate administrative contracts.

Tenure does not apply to administrative positions but only to faculty rank.

Elmhurst College

Elmhurst, Illinois

The College Guide For Faculty and Administration

August, 1975

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FOREWORD

The College Guide for Faculty and Administration consists of general information regarding the College and information relating to faculty operating procedures.

Information relating to faculty personnel policies, which is supplemental to contracts, is contained in the Manual for Faculty and Administrative Affairs, published June 11, 1975.

Elmhurst College is an equal opportunity employer.

ELMHURST COLLEGE

PART I. STATEMENT OF PURPOSE AND HISTORY OF THE COLLEGE

A. Statement of Purpose

Elmhurst College is committed to being an educational institution where, within the context of Christian faith and concern, dedicated teachers and qualified students are brought together for the purposes of learning and of searching for truth. Academic excellence and academic freedom are paramount in this experience.

B. Aims of Elmhurst College

Throughout its history Elmhurst College has been a school of liberal arts in the Christian tradition. Its avowed and practiced aim is to help each individual achieve scholarly excellence and reach an appreciation of moral and religious values. The personal relationship among administration, faculty and students of the College fosters a spirit characterized by the attributes of "freedom, equitableness, calmness, moderation and wisdom."

The College faculty and facilities are maintained to help the student (1) develop, through the natural sciences, a disciplined and inquiring mind toward the phenomena of his world; (2) secure, through the study of history, literature, art and philosophy, a perspective and an appreciation of his heritage; (3) discover the facts and problems of the social and political institutions of his time and direct his efforts toward a sympathetic and responsible understanding of them; (4) acquire the poise that comes from recognition and acceptance of ethical and religious values in a cultural situation; (5) attain the standards in his major field of study; (6) enlarge the opportunities of lifelong learning for students of all ages.

C. Historic Position of the College

The Constitution of Elmhurst College under which the Board of Trustees functions defines the nature of the school as follows:

> "The object of this corporation shall be to operate a co-educational liberal arts college of the Evangelical and Reformed Church, and its successors, in conformity with the constitution and by-laws of the Evangelical and Reformed Church, and its successors, and thereby to perpetuate and extend the Christian purposes, aims, and ideals that led to the founding of Elmhurst College in 1871."

Since the formation of the United Church of Christ in 1961 by merger of the Evangelical and Reformed Church and the Congregation-Christian Churches, the College is now related to this church body.

Elmhurst College developed out of a preparatory school (Proseminary) established by the Evangelical and Reformed Church in 1871 to prepare students for entrance to the theological seminary. The changes in the national scene and the broader demands of education following World War I led to the reorganization of the school as the Elmhurst Academy and Junior College in 1919, and to the development of Elmhurst College as a senior college in 1934. Co-education was introduced in 1930. Accreditation by the North Central Association of Colleges and Secondary Schools came in 1934. The Evening Session was added in 1951 and now offers over one thousand students degree programs. The Summer Session developed in 1965. The present curriculum, including the 4-1-4 calendar, was initiated in 1968.

In the light of its history and tradition, Elmhurst College regards itself as a church-related liberal arts college in which the Christian emphasis is maintained.

PART II. ORGANIZATION OF ELMHURST COLLEGE

A. The Board of Trustees

Elmhurst College is governed by a twenty-four member, self-perpetuating Board of Trustees which meets three times each year. The Board of Trustees has the full authority and responsibility for the College.

The standing committees of the Board are as follows: the Executive Committee, the Faculty and Curriculum Committee, the Student Life Committee, the Business Committee and the Development Committee. Each of these committees reports to the full Board at its sessions.

The responsibilities of the Board of Trustees can be divided into two categories: those that are specific and those that pertain to policies.

The specific responsibilities of the Board of Trustees include holding all property, authorizing the budget and budget revisions, fixing policies, appointing the President and serving as a court of final appeal in all matters.

The areas of responsibilities of the Board in policy formation include, but are not limited to, such items as the following: the size of the student body, general admission requirements, the campus and buildings, the scope of the academic program, policies affecting the faculty, the library, student financial aid, student health service, residence halls and development programs.

The final responsibility for governing Elmhurst College is vested in the Board of Trustees by the Constitution and By-Laws of Elmhurst College except as specifically limited within the Articles of Incorporation, the Constitution, the By-Laws and the Laws of the State of Illinois.

General responsibility for the daily operation of the College shall rest with the President of the College. The President of the College is empowered to implement policy as authorized by the Board of Trustees, consistent with the Constitution, By-Laws and the Laws of the State of Illinois.

Primary responsibility for curriculum, requirements for admission and graduation, standards of scholarship and general academic programs of the College are delegated to the faculty, subject to the approval of the Board of Trustees.

B. The Administration

The President

The general responsibility for the daily operation of the College rests with the President. He is empowered to implement policy as authorized by the Board of Trustees, consistent with the Constitution and By-Laws of the College and the Laws of the State of Illinois. All policy decisions are made by the Board of Trustees and the Board delegates to the President of the College authority for the implementation of such policy decisions and holds him responsible for the same.

The President of the College, who is elected by the Board of Trustees, is the chief executive officer and administrative head of the institution and furnishes leadership in the various areas of the College. All departments of the College, both administrative and educational, report to the President through the appropriate administrative officers. The President reports to the Trustees regarding the work and needs of the College, makes recommendations as he deems necessary for the welfare of the College and prepares an annual written report.

As the executive officer of the College, the President administers the work of all areas through four major administrative units of the College: instruction, business, student services and development. It is the responsibility of the President to supervise and coordinate the total administrative program through the Dean of the College, the Dean of Students, the Business Manager and the Director of Development.

At Elmhurst College, in addition to general duties, the office of the President directly supervises budget-making and long-range planning.

Administrative personnel reporting to the President are: the Dean of the College, the Dean of Students, the Director for Development and Public Relations, the Business Manager and the Director of Admissions and Financial Aid.

Dean of the College

The Dean of the College is responsible for the academic program of the College. The major responsibilities of the office are:

1. Recommends to the President the selection, retention and promotion of professors after consultation with department chairpersons and the Faculty Council and, when appropriate, with the Director of the Evening Session and the Coordinator of the Summer Session. The Dean also recommends to the President all overloads for Day Session.

2. Subject to the approval of the President, hires all part-time faculty members in the Day Session and approves all part-time salaries and overloads for the Evening Session and Summer Session.

3. Encourages scholarly activity and excellent teaching and insures that high academic standards are maintained throughout the College.

4. Encourages and aids departmental chairpersons and faculty to seek private and public funding for curricular development within each department.

5. Approves teaching assignments, course schedules and is responsible for academic advising of students.

6. Integrates and coordinates the work of the administrative division reporting to the Dean.

7. Articulates the work of the Office of the Dean with that of the other four major administrative areas of college activity, which are Admissions, Business, Development and Student Personnel areas.

8. Prepares and administers the budget for the office.

9. Serves as chairperson of the Academic Council, serves as a member of the Faculty Council and serves on other committees as appointed by the President of the College. The Dean of the College also serves as chairperson of the faculty meetings.

10. Announces academic honors and awards and consults with students regarding their academic work.

11. Prepares the College Calendar.

12. Edits and writes those portions of the College Catalog within the immediate jurisdiction of the Office of the Dean.

Dean of Students and Director of the College Union

The primary function of the Dean of Students is to organize and implement a structure that effectively meets the co-curricular and personal needs of the student population within the scope of the institution's goals, traditions and resources.

The major responsibilities of the office are:

1. Recommend to the President and the Student Life Committee of the Board of Trustees policies and programs relative to student life on the campus and serve on any ad hoc committees appointed by them.

2. Prepare and supervise budgets for the areas of direct responsibility (Intercollegiate, Intramural and Club Athletics, College Union, Housing, Health Service, Placement and the Dean of Students Office).

3. Coordinate the preparation and supervise the utilization of the student activity budget.

4. Conduct and publish research on student characteristics and needs.

5. Plan and direct a program aimed at increasing student retention.

6. Develop and coordinate the cultural, social and recreational co-curricular programs including all student activities.

7. Recruit, hire and evaluate members of the Dean of Students staff and provide in-service training for their professional development.

8. Serve as the official advisor to the Campus Life Council, College Union Board, Cultural Life Committee, Men's Honorary and the All-Campus Judicial Board and as an active member of the Academic Standings Committee, Athletic Committee, Academic Council and Institutional Planning Commission.

9. Administer the Student Code of Conduct and the procedures for its implementation.

10. Manage a system of internal communication through the College Union that keeps the campus community informed of what events, programs and meetings are occurring.

11. Edit and publish the student handbook.

12. Produce the Annual Mid-West College Jazz Festival.

Director of Development and Public Relations

The Director of Development and Public Relations is responsible for generating private and governmental gift support for the annual operation of the College and for the continued capital development of the institution to generate an attitude of support and interest on the part of the College's various constituencies.

The major responsibilities of the office are:

1. Develop and coordinate plans and programs designed to secure the maximum level of gift support for both operating and capital needs.

2. Maintain a gift record report system to be used for reporting and research of prospect giving.

3. Research individuals, corporations and foundations for their potential interest and level of voluntary giving.

4. Recommend to the Board of Trustees' Development Committee and the President objectives, goals and procedures for special programs and the achievement of funds required to implement them.

5. Initiate personal contact with existing constituent groups to reinforce positive attitudes toward the College and to develop new sources of support through a continual "sales oriented" approach to those unfamiliar with the College. Personally solicit gifts from these individuals.

6. Manage the total recordkeeping system of gifts and see that appropriate recognition and acknowledgment of donors' gifts are made.

7. Coordinate and serve as staff adviser to the College's volunteer agencies such as the Development Council, President's Council of Business Associates, the Alumni Association Cabinet and the Parents' Association.

8. Advise potential donors as to options available to them through making testamentary gifts and gifts through charitable remainder trusts.

9. Promote deferring giving techniques through the development of quarterly bulletins to select donors advising of alternatives available.

10. Oversee the production of all interpretive material generated by the Development and Public Relation's Office.

11. Assist the staff members in acquiring skills necessary for their continued growth and professional development.

12. Represent the College in many social, service and community events and projects.

13. Administer a total departmental budget of $160,000.

Business Manager

The Business Manager is responsible for the direction of business and plant operations and financial affairs. The major responsibilities of the office are:

1. Coordinate and perform fiscal accounting, system design, internal audit and reporting.

2. Facilitate and oversee the collection and disbursement of all funds.

3. Initiate, coordinate and recommend for adoption to the President and Board of Trustees the annual operating budget, and control fiscal operations within approved limits.

4. Establish policies and procedures and conduct frequent reviews to provide for the efficient and effective maintenance and operation of the physical plant.

5. Recommend to the President policies and programs relative to group insurance and staff benefits for all employees and wage rates and classifications for exempt employees, administer all aspects of the exempt personnel program and supervise all aspects of payroll administration and reporting.

6. Invest all available temporary funds in short term securities and oversee and report to the Business Committee of the Board regarding long term investments.

7. Obtain long and short term loans as may be necessary to meet the financial requirements of the College.

8. Consult with architects, engineers and function as project planning coordinator with regard to new construction and renovation.

9. Manage faculty and staff housing including leasing of various properties owned by the College.

10. Establish procedures for the accounting and maintenance of records for all federal grants and appropriations and prepare or provide data for all required reports,

11. Satisfactorily resolve all problems relating to business, financial or physical plant operations that are not resolved at subordinate levels.

Director of Admissions and Financial Aid

The Director of Admissions and Financial Aid is responsible for the development and implementation of Admissions and Financial Aid Programs. The major responsibilities of the office are:

1. Act officially on all applications for Admission.
2. Maintain all credentials of admission applicants and see to the distribution of appropriate student data and records for other offices' use.
3. Maintain College Catalog and other appropriate mailing lists and distribute admissions material and advice to prospective students, institutions, libraries, agencies and others on request.
4. Develop and publish all admissions literature and materials, including the College Catalog.
5. Develop and execute the College's Admissions "Marketing Plan" so as to meet new student enrollment expectation.
6. Supervise and coordinate all College, State and Federal student financial aid programs.
7. Collect and maintain statistical data on admissions and financial aid activities and prepare appropriate reports for internal and external offices and agencies.
8. Supervise and/or conduct a program of effective relations with secondary schools, junior colleges, churches, alumni and other individuals, groups and organizations.
9. Keep abreast of all trends, developments and policies affecting college attendance patterns and distribute significant information to appropriate staff and offices.
10. Prepare annual budgetary proposals for the Office of Admissions and Financial Aid, for the Student Financial Aid Program and administer the office in conformity with budgetary allowances and procedures.

Elmhurst College
Administrative Organization

President

Dean of the College

- Faculty Department Chairpersons
- Faculty Division Chairpersons
- Director of the Evening Session
- Director of Records
- Director, Center for Special Programs
- Librarian
- Administrative Assistant

Dean of Students

- Director of Counseling Services
- Director of Auxiliary Services and Assistant Dean
- Assistant Dean of Students
- Director, Placement and Career Planning
- Health Services
- Athletic Director
- Chaplain
- Head Residents

Business Manager

- Director of Physical Plant
- Accountant
- Student Accounts Supervisor
- Cashier
- Payroll Supervisor
- Director of Food Service
- Director of Central Service
- Director of Data Processing
- Security Officer
- Mailroom Services
- Bookstore Manager (Folletts)

Director of Admissions and Financial Aid

- Associate Director of Admissions and Financial Aid
- Assistant Director of Admissions and Financial Aid
- Admissions Counselors
- Veteran's Coordinator
- Coordinator, Pre-School Learning Center

Director of Development

- Associate Director of Development and Director of Church Relations
- Assistant Director of Alumni Relations
- Director, News Bureau

C. Faculty Organization

Introduction

The faculty are at the center of the educational process and, therefore, must have primary responsibility for the academic program. The faculty determines the curriculum, sets requirements for graduation, establishes standards of scholarship and conduct, and formulates the general academic policies of the College. All full-time faculty members have voice and vote in faculty meetings. Actions of the faculty are ultimately subject to the approval of the Board of Trustees through the President.

The normal teaching load of faculty has been established to allow faculty to engage in scholarship, advise students, assist in registration, serve on College councils and committees and participate as far as possible in the social and cultural events on campus. Members of the faculty are encouraged to enter as fully as possible into the total program of the school, both for their own sake and for the value which such participation has for the life of the College.

The College seeks to encourage excellence in teaching and scholarship on the part of the faculty. It does so in the conviction that good teaching and scholarship enrich one another, thereby creating a lively academic community.

Chairpersons of Divisions

1. Philosophy of Divisions

The academic program at Elmhurst College is divided into three divisions: the Humanities, the Social Sciences and the Natural Sciences and Mathematics. These three divisions have both academic and administrative functions. The primary academic function of a division is to unite departments which have historical and/or natural relationships for the mutual benefit of the disciplines involved. Most departments have traditionally been related to other disciplines for support and inspiration. As academic units, the divisions seek to develop the ties between related fields. The primary administrative function of a division is to provide smaller units which can direct their attention to issues relevant to each division and the College as a whole.

2. Functions of Chairpersons of Divisions

Chairpersons of divisions function in relationship to the Dean of the College and the departments within the division in an advisory capacity. The chairpersons of divisions perform the following intra- and inter-divisional functions in both the Day and Evening Sessions:

a. Give special attention to the basic purpose of the College and the means of achieving these objectives.

b. Assist the Dean and the President in the selection of personnel within the division.

c. Submit to the Dean and to the President recommendations for educational and material needs of the division.

d. Correlate and integrate departmental programs within the division.

3. Advisory Council

The chairpersons of divisions act as an advisory council to the Dean of the College in relationship to their functions described in 2.

4. Selection of Chairpersons of Divisions

   a. The chairpersons of divisions shall be faculty members with tenure.

   b. The term of office for chairpersons of divisions shall be three years.

   c. The chairperson of a division shall not immediately succeed himself.

   d. The chairpersons of divisions shall be appointed by the President of the College after consultation with the Dean of the College and after polling the members of the division. The voting of the members of the division shall not be made public.

5. In order to provide for continuity, one new chairperson will be appointed each year.

Chairpersons of Departments

Department chairpersons are appointed by the President upon recommendation of the Dean of the College. In general, department chairpersons render the following services in both the Day and Evening Sessions:

1. Assist the Dean of the College and the President in the selection, the reappointment and the promotion of personnel within the department.

2. Present curricular recommendations to the Academic Council.

3. Submit to the Dean of the College recommendations for the physical needs of the department and assist in preparing annual budgets for the department.

4. Serve as supervisor of the departmental properties.

5. Approve textbook requisitions for the department.

6. Cooperate with the chairpersons of the division and with other department chairpersons within their division to achieve the broader objectives and aims of the College.

7. Direct the seminars and the reading and thesis programs within the department.

8. Serve when feasible as faculty sponsor of professional or extra-curricular organizations related to the department.

9. Submit to the Dean of the College requests for field trips and approve arrangements made for conducting such trips.

10. Keep the majors informed of scholarships and graduate assistant opportunities and recommend them for such honors.

11. Recommend to the Dean of the College requests of faculty members for student assistants.

12. Submit to the Librarian requests for library books and periodicals.

13. Make class schedule recommendations for the department and suggest teaching programs to the Dean of the College through the Coordinator of Scheduling.

Faculty Meetings

1. Faculty meetings shall be held once each month on the first Friday of the month. Special faculty meetings and informal faculty meetings may be called from time to time.

2. The standard of conducting faculty meetings shall be Robert's Rules of Order.

3. The Dean of the College shall chair the faculty meetings.

4. All persons with academic rank and who are employed on a full-time basis at Elmhurst College shall have voice and vote at faculty meetings. All others shall have voice, but no vote.

5. A secretary of the faculty shall be elected at the first faculty meeting in the Fall Term.

6. Items for the agenda shall be submitted to the Dean of the College by the Monday preceding the faculty meeting. This is to insure that copies of proposals may be in the hands of faculty members prior to the meeting. Occasionally there may be emergency items. Such items, if presented in a reasonable amount of time prior to the meeting, may be included in the agenda with the approval of the Dean of the College and the President.

7. Matters discussed at faculty meetings shall be considered confidential and, therefore, faculty members should exercise discretion in discussing specific aspects of faculty meetings with others.

8. All full-time faculty members shall be expected to attend faculty meetings. If they are unable to attend, the chairperson shall be notified.

Curricular Changes

Requests for changes in the curriculum originate in the following ways:

1. By the department
2. By the Dean of the College
3. By a special committee which may be appointed for the study of a particular curricular program.

All curricular changes approved by the Academic Council are presented to the faculty for approval whenever possible. Such changes are to be submitted to the faculty several days prior to the faculty meeting in which the matter is to be considered.

Requests for curricular changes should be made to the Academic Council before March 15 of the year preceding the academic year in which the changes are to take place.

D. Council-Committee Organization

All councils and committees serve in a recommending capacity to the faculty as a whole, the President and ultimately to the Board of Trustees. While final authority rests with the Board of Trustees, the College is governed by the interaction of students, faculty, administration and the Board of Trustees. For this reason, all councils and committees have student, faculty and administrative members with the exception of the Faculty Council which does not have any student members.

1. Academic Council

a. Membership

Six members from the full-time teaching faculty shall be elected by the faculty. There shall be four student members. The Dean of the College, the Director of the Evening Session and the division chairpersons shall be ex-officio members of the Council. The Dean of Students and the College Librarian shall have a standing invitation to attend meetings of the Council.

Term of office for faculty members of the Council shall be for three years with two members elected each year. The term begins June 1. No faculty member shall serve on the Academic Council and any other council concurrently. A faculty member who is a member of one council shall not be eligible for nomination or election to any other council.

Student members of the Council shall be elected in a manner approved and supervised by the Campus Life Council.

b. Chairpersonship

The Council shall be chaired by the Dean of the College.

c. Tasks and Functions

The functions shall be to study, discuss and recommend policies dealing with aspects of

the total academic program of the College. The Council shall be concerned with such matters as aims of the College, graduation requirements, individual courses, departmental offerings, special programs (honors, independent study, advance placement, adult education, etc.), attendance regulations, grading practices, advising and other items of a comparable nature.

d. Procedures

Curricular proposals shall be submitted to the Council by departments with attached recommendations of the division chairperson. Should the Council reject a departmental proposal or modify it in a fashion unacceptable to the department, the department has the right to submit its proposal to the faculty.

Proposals from individual faculty members and from non-teaching staff members or other sources shall be transmitted to the Council by the Dean of the College.

2. Faculty Council

a. Membership and Procedures

Six members from the full-time teaching faculty shall be elected by the faculty. The Dean of the College shall be an ex-officio member of the Council with voting privileges. There are no other limitations on membership than that each faculty member be a full-time teacher, except that no faculty member shall serve on the Faculty Council if he serves on any other council, including non-voting members. If a division chairperson is elected to the Faculty Council, the division shall elect a replacement to the Academic Council. Department chairpersons are eligible for the Council even though chairpersonship may constitute part of a teaching load.

Two faculty members shall be elected each year for three year terms. All terms shall begin September 1.

The Council shall elect its chairperson from its elected faculty members. The chairperson shall be elected at the first council meeting of Term I, with the preceding chairperson acting as interim chairperson until the new election takes place.

The Council shall have the power to appoint subcommittees including, when appropriate, faculty outside of the Council membership.

b. Tasks and Functions

1) The Faculty Council shall concern itself with all policies dealing with faculty personnel matters and shall report its recommendations to the faculty as a whole for approval. It shall consider such matters as tenure, promotion, salary and fringe benefits, sabbatical leaves, teaching loads, travel, insurance and retirement. Faculty recommendations on personnel policy are then submitted to the President.

2) The Faculty Council shall make personnel recommendations on specific faculty members to the President concerning such matters as tenure, promotion and sabbatical leaves. Positive recommendations on matters of personnel shall be reported to the faculty.

3) The Faculty Council shall develop and maintain a system of evaluation of faculty including department chairpersons.

4) The Faculty Council may serve as an advisory committee to the President on all matters affecting faculty welfare and shall in such cases report its position to the faculty.

5) The Faculty Council shall review the eligibility of all faculty members for tenure and promotion. In cases where the department chairperson has not recommended a department member who seems to be eligible, the Faculty Council shall bring this case to the attention of the department chairperson.

6) The Faculty Council will have a review function in all cases of faculty reduction or dismissal. Department chairpersons will submit recommendations for faculty reduction to the Faculty Council for its response prior to the submission of these recommendations to the Dean of the College or the President.

7) The Faculty Council is responsible for receiving and making recommendations concerning faculty grievances, except for those cases relating to the termination of contracts.

8) The Faculty Council shall establish with the Campus Life Council and the Academic Council a liaison relationship so that information will be communicated and duplicated and omission will be minimized.

3. Campus Life Council

The Campus Life Council consists of fifteen elected students, three faculty members elected by the faculty, the Dean of Students and three administrators appointed jointly by the Dean of Students, the Campus Life Council student co-chairperson and the President. The Dean of Students and a student elected annually by the Council serve as co-chairpersons.

The Council's major function is to receive student input and study, discuss and channel proposed changes in policy relative to the broad aspects of student life to the appropriate policy-determining council. The Council has authority over the recognition of student organizations. The Union Board Committee members and its structure are approved by the Council. The Council approves the annual budget of the student activity fees presented by the College Union Board. The Campus Life Council serves as an adviser to the President of the College on all matters affecting student welfare. The Campus Life Council may form whatever committees it deems necessary to fulfill its functions. Faculty members are elected by the faculty.

The Campus Life Council administers election procedures for any bodies to which students are elected by popular vote of full-time Day Session students. This has typically included only the student members of the Campus Life Council.

4. Additional Governing Rules for the Academic Council, the Faculty Council and the Campus Life Council

a. Elections shall be held in the Spring, with newly elected and appointed members assuming their responsibilities the following Fall.

b. A nominating committee of three shall be elected by the faculty at the regular meeting each March.

c. This committee shall make its report at the following meeting in April. Additional nominations from the floor shall be in order.

d. This committee shall also serve as tellers.

e. Elections shall be by mail ballot.

f. Ballots shall be returned within seven days after they have been sent to the voters.

g. The Office of the Dean of the College shall handle the distribution and the collection of ballots.

h. Only persons who are full-time and who hold faculty rank shall be eligible to vote.

i. Nominees must be elected to officy by a majority of the votes cast. If one candidate does not receive a majority of the votes cast, another election should be held between the two candidates who receive the highest number of votes.

j. Elections and appointments shall be for three years.

k. Membership shall be on a "staggered-term" basis.

l. An election shall be held to fill any unexpired elective post.

m. A faculty member shall be permitted to succeed himself if he is duly elected or appointed.

n. A faculty member shall not be permitted to serve on more than one of these three councils at the same time.

o. A faculty member shall either be on tenure or hold the rank of Associate Professor or Professor in order to qualify for election or appointment to one of these three councils, except as indicated for the Faculty Council.

5. Appeal Board

A five-member appeal board independent of the Faculty Council and with no common membership shall hear all appeals relating to the termination of contracts, including those which have not been previously considered by the Faculty Council. This appeal board shall be elected by and from the faculty for three year terms. Both the regular members and the alternate members shall be elected to terms of office on a staggered basis. If a regular member's case is under consideration, an alternate will be selected by lot by the chairperson of the appeal board.

6. Committees

Academic Standings Committee

This committee is concerned with all matters relating to the academic standing of students. It determines and approves the academic status (e.g., good standing, probation) of each Day Session student at the end of each term. It reviews and makes recommendations to the faculty and/or the administration with respect to such matters as standards for the determination of academic status, eligibility and graduation hours, policies concerned with changes in registration, student loads and withdrawal, and the structure and application of the grading system to be used by the College.

Admissions Committee

This committee studies and reviews policies and standards governing the admission of students to Elmhurst College. It evaluates admission procedures and serves in an advisory capacity to the Office of Admissions in matters relating to the area of admissions.

Athletic Committee

This committee is composed of both faculty and students and functions as a liaison between the faculty, student body and Director of Athletics. The committee meets to

discuss issues and makes recommendations relating to intercollegiate athletics either to the faculty or to the chief administrative officers depending upon the issues involved. Its major recommendations are subject to faculty approval.

Committee for Continuing Education
(formerly Evening Session and Extended Services Committee)

This committee is responsible for developing general policies for the Evening Session and the Center for Lifelong Learning. It also is to advise the Director of the Evening Session and the Director of the Center for Lifelong Learning in the development of curriculum, identification of new students and exploration of new programs and services. As an advisory group, it will assist the administration in evaluating the current programs and planning for the future.

Cultural-Intellectual Life Committee

This committee is part of the College Union Board structure and derives its funds from the student activity fee which is allocated by the College Union Board. A co-chairperson from the faculty is appointed by the President each year along with faculty members of the committee. A student co-chairperson is chosen by the College Union Board. The method of getting additional student membership is left to the discretion of the student co-chairperson. The faculty role is to work closely with the students in the selection and presentation of a comprehensive concert, film, excursion, exhibit and lecture program that will enhance the College's cultural atmosphere. Internal structuring of the committee can change each year in accord with the personal interests and strengths of the new committee.

Financial Aid Committee

The task of this committee is twofold: (1) to recommend to the faculty and administration policy regarding the granting of all financial aid to students and (2) to assist the Financial Aid Officer in administering within the framework of the established policy funds made available for these purposes by the Trustees of the College.

Graduate Studies Committee

The committee evaluates the need for and adequacy of a graduate studies program for Elmhurst College. Research done by the committee provides the basis for recommendations to the President and faculty for initiating, maintaining or revising a program at the Master's level in appropriate fields of study.

Honors and Interdisciplinary Committee

This committee is responsible for the organization and direction of the Honors Program of the College.

Honor Society Committee

This committee is responsible for the organization of the Honor Society of the College. It reviews and elects members to this society.

Institutional Planning Commission

The Institutional Planning Commission was created by the Board of Trustees in 1974 to provide for continuous and comprehensive long-range planning. Its specific responsibilities are to review institutional goals and objectives, to identify new programs and estimate future institutional resources and their allocation. The Commission is to work in cooperation with other councils and commissions in reviewing programs and making recommendations. The membership consists of administration, faculty and students. Of the nine faculty members, six are to be elected by the faculty. The five student members are nominated by the Dean of Students and reviewed by the Campus Life Council.

Interim Committee

This committee develops and coordinates a program of courses appropriate to the Interim Term in cooperation with divisions and departments and presents it to the faculty for approval in the Spring of each year. It encourages and establishes guidelines for off-campus experiences (e.g., study abroad, field experience and exchange programs with other 4-1-4 institutions) appropriate to the January Interim.

Library Committee

This committee acts as consultant to the Librarian in reviewing library policy, in the allocation of funds and in studying ways to integrate the library program with other academic activities of the College.

Orientation Committee

This committee is responsible in general for the orientation of new students to the goals and programs of the College. As an evaluating group, it formulates general policies underlying orientation and reviews current practices in this field. As a planning group, it develops activities for freshman orientation and the transfer student orientation period and recommends appropriate faculty and student personnel for the preparation and execution of these programs. This group acts in an advisory and coordinating position with the Director of Admissions.

Placement Committee

The task of this committee is to study and develop policy for the Office of Placement and Career Planning, to recommend programs and to advise the Director on issues affecting the functioning of the office.

Pre-Healing Arts Committee

The Pre-Healing Arts Committee is chaired by the Pre-Healing Arts Advisor and consists additionally of two members from the Department of Biology, two from the Department of Chemistry and one each from the Departments of Physics and Mathematics.

The committee is responsible for continued re-evaluation of the program for the guidance of students in the pre-healing arts and for the review of the procedures for the recommendation of students to professional schools.

Religious Life Committee

This committee is entrusted with the task of confronting members of the College community with the claims of the Judeo-Christian heritage in relationship to all dimensions of life. It functions as a policy-making and program-planning body in regard to all campus-wide religious activities. Working closely with the Office of the Chaplain, it seeks to meet the religious needs of the College community through varied programs, e.g. a variety of worship opportunities, lectures and seminars by noted theologians, retreats on contemporary issues, small study/action groups, service projects, etc.

Teacher Education Committee

The members of this committee are appointed annually by the President. Membership is composed of approximately ten department chairpersons and/or faculty members and approximately six students. Faculty representation should include a senior member of the Department of Education to be chairperson of the committee and should also give representation as broadly as possible to the departments offering programs in professional education as well as in general education.

The purpose of the committee is to provide a planning and recommending relationship to the general faculty on the all-college interests in teacher preparation programs The committee may wish to counsel and support,

recommend, approve or disapprove actions of any individuals or groups on campus relating to teacher education programs. The committee rules on student applications for admission to teacher education programs, as well as on student applications for admission to the course in student teaching.

Veterans Affairs Committee

The Veterans Affairs Committee was created in the Fall of 1974 to serve the interest of the veteran student and Elmhurst College. It consists of administration and faculty appointed by the President and students recommended to the President by the Campus Life Council.

Its main responsibilities are: 1) to develop and recommend programs that will recognize non-traditional educational experiences; 2) to advise the Veteran's Coordinator in effective use of College resources; 3) to identify and recommend new or alternative programs on campus for students.

PART III. ACADEMIC FACILITIES AND SPECIAL PROGRAMS

The Library

General Information

1. Library hours are posted on the front door of the library.

2. Materials are circulated to faculty members for unspecified periods of time; however, they may be recalled after three weeks upon request of another user.

Ordering Materials

1. With the exception of reference books, audio-visual materials and periodicals, materials requested by faculty members will be charged against departmental allocations. Faculty requests should be approved by the department chairperson or fund representative before being sent to the liaison librarian. Requests for periodicals and audio-visual materials should be sent directly to the librarian-in-charge.

2. Requests should be made on standard forms furnished by the library. Any person requesting material will be notified when it arrives.

Reserves

1. Reserve requests should be made on standard forms furnished by the library at least three days prior to the day assignments will be made.

2. Unless the library is otherwise notified, all books will be removed at the end of the semester.

3. The library will furnish a record of use for each reserve item at the end of the semester.

Facilities

1. Instructional Media Services Center and Language Laboratory

   a. Instructional Media Services provides an extensive range of assistance to faculty

and students in the preparation and use of materials for the classroom and special assignments. Portable equipment such as projectors, tape players and record players may be checked out for classroom use. Less portable equipment and those pieces of equipment requiring a trained operator may be used at the Media Center, where there is space for video and audio production, the preparation of transparencies for overhead projectors and 2 x 2 slides, the editing of super-8 film and the production and editing of slide-tape presentations.

b. A studio/classroom that seats fifty, four preview rooms and a listening area that seats twenty-four are available for use when the need arises. However, as in the other areas of the library, no course may be scheduled in one of the areas for the whole semester.

2. Faculty Studies

Studies are provided for faculty members engaged in some ongoing research project. Studies are assigned upon request to the College Librarian for one semester at a time.

3. Group Study Rooms

There are five group study rooms which were designed to provide students with informal soundproof areas. These rooms may be scheduled for class use through the Instructional Media Services Center if audio-visual or other library type materials are used or integrated in the classroom instruction. The rooms are not to be scheduled for regular committee meetings or for a seminar and class to meet all semester long.

4. Librarian's Conference Room

This room seats twelve at a conference table and can be scheduled for committee meetings, etc. through the Calendar Office.

5. After Hours Study and Smoking Lounge

These areas are general study and reading areas and cannot be scheduled for class use.

The Evening Session

The Elmhurst College Evening Session is an integral part of the total program of the College and offers the regular curriculum to qualified persons on a part-time basis. Students with or without previous college training may register for classes and course work may be applied toward the degree offered by Elmhurst College. Courses required by the Teachers Certification Board of Illinois are scheduled. Courses may also be pursued for credit without reference to an academic degree and any adult may apply for admission to the Evening Session on a non-credit basis.

Classes are held on the weekend as well as in the evening. They meet in both on-campus and off-campus locations.

In general, the regulations appearing in the current catalog of Elmhurst College will apply to students registering for evening courses. An applicant for a degree must fulfill all regulations and requirements governing students registered for full-time study. Official status of Evening Session students is determined by the Director of the Evening Session upon review of their applications.

Whenever possible, members of the regular faculty are given the opportunity to teach evening classes on the basis of no more than one Evening Session course per semester.

The Center for Special Programs

The Center for Special Programs will provide college-level programs and services to community groups, organizations and individuals. As a "College without Walls," the Center will establish a network of community learning sites to give more and different people easier access and greater exposure to educational opportunities.

Cooperatively planned offerings to meet the specialized needs of business, industry, government and other community groups will include degree and non-degree courses, conferences, seminars and special events, community counseling and consultative services.

Programs for the non-traditional and mature student will emphasize individualized, multi-media, self-paced instruction and will offer a third alternative to current day and evening classes.

The Center will coordinate program development with appropriate College departments and offices, other educational institutions and community agencies and will seek outside funding for demonstration projects and non-income producing offerings for special need groups. Many continuing courses and programs will become part of existing day, evening, weekend and interim sessions in the following academic year

Academic Advising

The purpose of formal academic advising is to enable each student to develop an educational program that is appropriate for the student's interests and capabilities, as well as to aid the student in making the best use of the College's resources. Formal academic advising is provided in several ways:

1. The staff of the Admissions Office provides the initial contact with the student. It is their aim to describe our program and help the student evaluate his/her interests upon entry to the College.

2. The faculty adviser assigned to the student has primary responsibility in assisting the student in academic planning. The purpose is to advise the student regarding general requirements, career planning and major interests, as well as to encourage the student in understanding the general aims of liberal education. Academic advising by faculty is directed by the Coordinator of Advising in the Office of the Dean of the College. General plans for advising Freshman and transfer students are made cooperatively by a committee consisting of the Coordinator of Advising, the Director of Admissions, the Coordinator of Counseling Services, the Dean of Students and the Dean of the College. Special materials and information may be obtained from the Coordinator of Advising.

3. The staff members in the Dean of Students Office provide advisory and informational help with regard to vocational planning, extracurricular activities, personal matters and the college experience in general. Students seeking assistance in career planning should be referred to the Director of Placement and Career Planning.

Honorary Degrees

These guidelines are hereby established to assist in the selection of candidates for honorary degrees awarded at Commencement and at other appropriate occasions.

The faculty shall recommend to the Board of Trustees for approval a person or persons for the appropriate honorary degree(s).

The Faculty Council, two members of the Board of Trustees and the President of the College, serving as chairperson, shall act as the screening committee. This committee shall receive nominations from the faculty, the Board of Trustees and the alumni.

A slate of candidates shall be presented to the faculty for vote.

1. A detailed list of a candidate's qualifications shall be presented to the faculty before a vote is taken.

2. The vote shall be by secret ballot.

3. A candidate shall receive sixty percent or more affirmative votes in order for his name to be presented to the Board of Trustees.

In general, candidates from the following categories shall be named:

1. A professional person (government, law, medicine, business, the arts, etc.)

2. A minister in the United Church of Christ or in another denomination

3. An academician

4. This category is open. The nominee, for example, might be a second person in one of the above categories, a graduate of Elmhurst College and/or a lay leader in the church.

In general, the following criteria shall be used to determine the recipient of an honorary degree from Elmhurst College:

1. The candidate shall be a person who has achieved significantly in his or her chosen field. Such measures of achievement may be degrees earned or bestowed honorarily, publications, national and/or local reputation, current position held, etc.

2. The candidate shall have made some significant contribution to society.

3. The candidate shall have made some significant contribution or rendered some significant service to Elmhurst College.

There may be some instances when the candidate may be so outstanding in the first and second criteria that he/she need not be directly related to Elmhurst College in some way, but this would constitute an exception to the general practice that honorary degrees are awarded to those persons who have had some significant relation to the College.

Academic Processions

1. All full-time faculty are expected to appear in academic processions. Those who must unavoidably be absent should make their requests to the President.

2. The College will not supply academic attire except to arrange for rental of same.

3. Marching order:

   a. Only Day Session faculty with academic status are invited to march in processions.

   b. Seven groups are included in the order of rank: Emeriti Professors, Professors, Visiting Lecturers, Associate Professors, Assistant Professors, Instructors and Part-time Instructors.

   c. Within each group seniority is first used to determine placement. If, however, two or more individuals with the same rank joined the faculty in the same year, placement is determined by alphabetical order.

   d. When an individual's rank is increased, he is moved up to the position indicated by the year when he joined the faculty and by alphabetical order if necessary.

   e. A "Day Session Faculty in Order of Rank" listing is supplied the Marshal by the Office of the the Dean of the College prior to each academic procession.

   f. Trustees are traditionally invited to march in academic processions, especially for Baccalaureate and Commencement. If they accept the invitation, they precede in rank the Emeriti Professors.

   g. Processional marching order is in "reverse order of rank," that is, from lowest to highest order of rank. Recessional marching order is from highest to lowest.

      A typical processional marching order would be as follows:

Choral Group, with Director
Standard Bearers
Marshal
Part-time Instructors
Instructors
Aide
Assistant Professors
Associate Professors
Aide
Visiting Lecturers
Professors
Emeriti Professors
Board Members
Aide
Platform Participants

A typical recessional marching order would be as follows:

Standard Bearers
Marshal
Platform Participants
Board Members
Aide
Emeriti Professors
Professors
Visiting Lecturers
Aide
Associate Professors
Assistant Professors
Aide
Instructors
Part-time Instructors
Choral Group, with Director

h. Any unusual circumstance concerning marching or seating order is discussed by the Marshal and the President of the College and the President's wishes are followed.

i. Only active participants in services are seated on the platform.

j. The arrangement of seating on the platform is somewhat arbitrary, but usually the persons of greatest significance are seated in the center with less significant participants at the extremes of the group.

Seating order is somewhat influenced by marching order. For example, an attempt is made to have honorary degree candidates march with their sponsors and then be seated opposite each other on the platform.

For worship services such as Baccalaureate, seating is arranged, if possible, to keep the altar visible and a focal point rather than to put the focus on the seated individuals.

Seating of faculty is arranged so that those persons highest in rank are seated closest to the platform or chancel.

k. Selection of Aides and Standard Bearers

Aides, who march in the processions at Baccalaureate and Commencement, are selected from ranking academic students. A list of the top ranking four students in the freshman, sophomore and junior classes is supplied the Marshal by the Office of the Dean of the College. The honor students are contacted in order of their academic rank until four to six aides have agreed to serve.

Standard Bearers are selected from the male members of class officers among the freshman, sophomores and junior classes. As with honor students, class officers are contacted in the order of their office rank until two men have agreed to serve.

If any students are eligible for positions as aides or standard bearers and are also members of a participating choral group, those students are automatically excluded from participation other than in the choral group.

l. Selection of the Marshal

The Marshal is selected by the faculty in open meeting and is elected for an indefinite term. It is his duty to supervise arrangements for academic processions in consultation with the President.

The College Union

The College Union serves as the College's Community Center. Most campus committee meetings, receptions and group activities are held in the Union. It offers a wide variety of services and facilities. The College Food Service, which is open daily during the school year, is available to the faculty. Theme suppers prior to holidays are popular with faculty and their families. The Sub-Cub is located below the cafeteria and houses the games room, Coffeehaus and a vending snack area. Billiards, table tennis and a variety of table games are located in the games room, with a charge only for billiards.

The College Information Desk, the Dean of Students Office, the College Union Board Office, the College yearbook and newspaper, the Bookstore and WRSE, the campus FM radio station, are housed in the Union.

The College Union Board sponsors a variety of activities including popular and classical artists, lectures, Coffeehaus entertainment, the Mid-West College Jazz Festival and the intramural athletic program. Although they are primarily student operated, faculty are encouraged to become members of the various programming committees...Athletic Life, Black Affairs, Cultural Life, Religious Life, Social Life, Elms (yearbook), Newpaper and WRSE.

Most events sponsored by the Union Board are free to faculty. Tickets can be obtained at the Information Desk with the general rule of one extra free ticket available for married faculty.

Weekly Calendar: The Union Information Desk publishes a weekly calendar of events. All scheduled events and meetings for the week are listed. Additional information on coming events and obtaining tickets is in the weekly calendar.

Recreation: The College pool is located in the gymnasium and is available for open swimming on Saturday and Sunday afternoons. The gym, track and tennis courts are available for faculty use on a first-come basis. During the summer months, time can be reserved on the tennis courts.

Advising Student Organizations and Activities

There are three kinds of recognized organizations involving faculty: college organizations with a faculty director, recognized student organizations with a faculty adviser and student-faculty organizations with faculty membership. These organizational types and the role of the faculty participation are described below.

College organization with a faculty director: college organizations are groups such as those involved in musical activities, forensics, intercollegiate athletics and drama. Because technical direction is necessary to the success of their endeavors, they are led by directors who are ultimately responsible to the President of the College. In greater or lesser extent, depending upon the group, students within each group have some voice in the conduct of the organization. The directors, without exception, are expected to consult with students in determining policy. The Dean of Students may be consulted for advice when directors or students in these organizations find that the consultative arrangement is not workable.

Recognized student organization with a faculty adviser: each recognized student organization should secure a faculty or staff adviser acceptable to the group and the Campus Life Council. The working relationship between the adviser and the committee should be established at the outset through sincere consultation among the committee. In general, it is understood that the adviser agrees to maintain contact with the organization to such a degree as to be familiar with its program and personnel. He or she shall advise the group on its program, having in mind not only the objectives of the particular group, but also the best interest of the college community as a whole. It is understood, however, that the officers and membership of the organization are responsible for the general conduct of the group's activities. It is expected that the organization will invite the adviser to all meetings and activities. It is recommended that the faculty adviser have a vote but no veto power on all issues. The Director of the College Union will serve as informal adviser to all campus organizations.

Student-faculty organizations with faculty membership: policy and/or program committees with both faculty and student membership (e.g., Campus Life Council, College Union Board and

related Life committees). The relationships on these committees are most important to the success of the group. The democratic process is operative in all discussion and decisions. Each member of the committee shall have free access to discussion and all shall possess one equal vote.

Faculty participants (directors, advisers, student-faculty committee members) are to assist in guiding the activities of their organizations so that these activities reflect a wholesome spirit and concern for the intellectual, moral and social growth of the students. Faculty members are to attend as many meetings as possible of their respective organizations.

Recognition of Campus Organizations

Any organization carrying the name of the College, using College facilities and services, or receiving funds from student activity fees should seek recognition. The Campus Life Council gives final approval to organizations, subsequent to provisional recognition. The recognition process is outlined in detail in the current issue of the E Book.

Attending Student Social Events as Guests

A recognized Elmhurst College organization may schedule an event at any time during the academic year in accordance with the regulations outlined in the current issue of the E Book. Faculty members who act as advisers to organizations should plan to attend the functions of these organizations and will often be invited to attend events sponsored by other College organizations. Student organizations are encouraged to invite faculty guests to each of their functions for the purpose of broadening student-faculty contacts. The faculty are not chaperones, but guests. Student leadership is responsible for these affairs. Student organization officers are encouraged to host faculty couples during events. However, it is helpful and usually more enjoyable for faculty if they extend themselves when student leadership appears ill at ease in that role.

Policy Governing Speakers To be Invited to Campus by Student Groups

The following policy concerning speakers and performers is taken directly from the current issue of the E Book.

Students, groups and campus organizations may invite and hear any persons of their own choosing subject only to the following policy established by the Board of Trustees:

Preamble: An essential part of the education of students is the availability of diverse viewpoints expressed by speakers invited to campus by responsible student organizations. To be given a respectful hearing, whether or not the listener agrees with them, and to reach an intelligent decision on the evidence at hand, are some of the cherished aspects of a democratic society and are experiences to which undergraduates should be exposed. They are a necessary part of free inquiry, the basis on which the freedom of teaching and learning rests.

Another basic aspect of teaching and learning is the cultivation of maturity and responsibility among students in the exercise of their rights. Thus, both the institution and its students have a joint responsibility on the matter of speakers to be invited to the campus by student groups.

Statements of General Procedures:

A speaker or performer may appear on campus on invitation extended by a student organization, whether or not his point of view is congenial to the College.

In issuing invitations, student organizations must keep in mind that the sole purpose of such visits is to contribute to the aims of the College as a center of free inquiry and sound learning, and the prime responsibility for ensuring that this purpose is served rests on the sponsoring organizations.

The invitation to outside speakers must always represent the desire of a student group and not the will of an external organization.

Statements of Specific Procedures:

Before a firm invitation is extended to the speaker, the sponsoring student organization must:

register the event with the Main Desk in the College Union Building;

be able to meet all financial obligations for the affair;

receive from the speaker or performer his willingness to submit to questions after the lecture or performance.

Office of Placement and Career Planning

Elmhurst College, in offering a liberal arts education, feels it has a responsibility to provide the counseling and assistance needed for students to convey their values, commitments and knowledge acquired here to their futures. With this goal in mind, the Career Planning and Placement Services aim to assist students in the investigation of their interests and personal needs and how these can be realized and implemented through study and a future career. The student is aided in recognizing his personal needs and interests and in relating these to the opportunities for future contribution and personal satisfaction.

The placement services are available to all undergraduates planning their careers, all seniors entering teaching, volunteer service, business, government, graduate school, all students in their Field Experience and alumni who wish to use the placement services. The services include the following:

Part-time and Summer Job Opportunities

To help finance those "extras", a bulletin board with job listings is located in the lower level of Niebuhr Hall.

Field Experience Program

A program designed to complement "in-class learning" with a brief educational exposure to a job which is related to the student's academic major. This takes place during the Interim Term in January. Credit is given on a pass/no pass basis to fulfill the Interim requirement and academic credit is given toward the major with department chairperson approval.

Career Planning

Vocational counseling
Placement Library: occupational literature about careers, companies, organizations, etc.
Career programs: Government Day, seminars, workshops, etc.

Graduate School Information

Catalogs and examination applications

Information on Volunteer Service and Government Service

PACE examinations
VISTA

Information for Seniors

Employment trends
Current opportunities
On campus interviewing
Seminars on resume' writing, interviewing
Credential File Service: recommendations and other data compiled for use in applying for graduate school, teaching and other employment

Alumni

Provide job opportunities and the aforementioned service.

Pre-School Center

Children (2½ to 5 years old) of enrolled students as well as faculty and staff may be enrolled in the College's Pre-School Center. The children are provided a variety of learning experiences. The Center is staffed by a full-time coordinator and students. The Center is open from 9:00 a.m. to 12:00 Noon and 1:00 p.m. to 4:00 p.m. during scheduled class days. Children must be registered at the beginning of each term. A parent must be available on campus while the child is in the Center. There is a fee for each half day the student is enrolled and a registration fee. Registration forms are available from the Office of Admissions.

The Speech Clinic

The Speech Clinic was established in 1947 to serve both as a training center for Elmhurst College students majoring in Speech Pathology and Audiology and as a community service for the diagnosis and treatment of speech and language disorders. Therapy is usually conducted by students, supervised by staff members having the Certificate of Clinical Competence issued by The American Speech and Hearing Association. The Clinic itself is certified by The American Speech and Hearing Association.

During the Fall and Spring semesters, diagnostic and therapy services are offered without charge to Elmhurst College staff and students. Services are provided to the public at a nominal fee although no one is denied therapy because of inability to pay.

The Preparatory School of the Music Department

The Preparatory School of the Music Department serves the community and the College by offering private music lessons on a non-credit basis. It is staffed by College faculty and numerous additional artist-teachers who provide vocal and instrumental instruction. It serves a wide variety of persons--from young children and others who are beginners to high school students, college students and interested adults who seek advanced training in their voice or instrument. Students pay for the lessons on a fee-per-lesson basis, usually billed for blocks of eight lessons. The Preparatory School operates six days a week for almost the entire year. It serves a large number and wide spectrum of students and is an important contribution to the life of Chicago's western suburbs.

CCIW

Elmhurst is a member of the Intercollegiate Athletic College Conference of Illinois and Wisconsin. Other members are Augustana, Carthage, Carroll, Illinois Wesleyan, Millikin, North Central, North Park and Wheaton. Teams are fielded for conference championship play in football, basketball, cross country, wrestling, track, tennis and baseball. Conference champions are eligible for participation in either NCAA Division III or NAIA post-season competition. Intercollegiate sports for coeds at Elmhurst include basketball, tennis, volleyball, track and softball.

PART IV. FACULTY MATTERS

Personal Files

A personal file of each faculty member is maintained in the Office of the Dean of the College. This file contains the academic record and personal credentials of the instructor. Any additions thereto, such as achievement of advanced degrees, academic credits earned, honors and recognitions received, should be reported to the Dean of the College.

Faculty Recruitment Policy

The following shall serve as guidelines for the recruitment of new faculty members:

1. The chairperson of the department, in consultation with the Dean of the College, shall have primary responsibility in securing candidates for the vacant position. The chairperson shall describe the specific need that exists within the department after consultation with the members of the department.

2. The chairperson of the department or the Dean of the College shall then proceed to make whatever contacts are necessary in order to secure applicants for the position.

3. The chairperson of the department, in consultation with the Dean of the College, shall screen the applicants. Whenever possible, the chairperson shall consult with members of the department. At this point, if the chairperson has a question about a particular candidate, he may phone the candidate and then determine whether he should be invited to campus.

4. The acceptable candidate(s) shall be invited to visit the campus at the College's expense. Ordinarily this will require no more than a one day visit.

5. The department chairperson shall have primary responsibility in arranging the candidate's time schedule while on campus. Generally the candidate shall meet with the members of the department, the divisional chairperson, the Dean of the College, the President of the College and students.

6. The chairperson of the department shall explain to the candidate all matters pertaining to the department, such as the goals of the department, the functional organization of the department, the curricular offerings of the department and the library resources.

7. The Dean of the College shall explain to the candidate the general academic program and organizational structure of the College, the salary schedule, the promotion and tenure policy, the teaching load, the fringe benefit program, the possibilities of college housing and the office space and secretarial service available.

8. If the candidate proves to be satisfactory, the department chairperson shall make his recommendation to the Dean of the College, who shall then request that the President send the candidate a contract.

9. As noted in #4, the normal expenses of any candidate's visit to the College shall be paid by the College from the general college recruitment budget. Any special entertainment expenses (e.g., members of the department having dinner with the candidate at an off-campus restaurant) must have the approval of the Dean of the College.

Moving Expense Policy for Faculty

In order to provide relief from the expense of relocation for newly hired faculty, the College has established a policy under which the faculty member and the College share the expense of moving household goods.

Eligible moving expenses under this policy are defined as cash expenditures resulting from the moving of household goods from the faculty member's current domicile to his new place of residence, and as a direct result of his employment at Elmhurst College.

In order to be eligible for reimbursement, the move must take place within a period of twelve months from the date of the acceptance of the position, or first day of employment, and the move must be necessary in order to put the new faculty member in an improved and reasonable commuting distance to the College. In most instances this faculty member's new domicile would be substantially nearer to the College than the old.

During the first six months the College's financial participation in the move shall be 75% of the total cash expenditure, not to exceed a total college participation of $1,000. During the next six months the College's financial participation in the move shall be 50% of the total cash expenditure, not to exceed a total college participation of $500. No college participation shall be made without prior approval in writing by the Dean of the College and countersigned by the Business Manager. The faculty member shall submit to the College all documentation which may be required to ascertain the total expense of the move, and the Dean of the College and the Business Manager jointly have the authority to determine the eligibility of a new faculty member with respect to reimbursement for moving expenses.

Faculty Travel

The College encourages faculty members to attend professional conferences in their fields of study. To this end, an appropriation is made in the annual budget for the purpose of assisting full-time faculty members in meeting the expenses involved. The following points should be kept in mind:

1. Expenses up to $75 will be paid each year. These expenses include lodging, food, travel and registration costs.

2. A faculty member may request an additional amount under special circumstances (for example, a person may be on the planning committee for the conference; he may be an officer in the organization; the distance may be such that attendance would be impossible unless additional funds were available, etc.). Such requests should be made through his department chairperson to the Dean of the College to the President.

3. If a faculty member is on the program of a national meeting as a speaker or panelist, expenses up to $150 will be paid each year.

4. Intention to attend should be cleared with his department chairperson and with the Dean of the College as far in advance as possible.

5. A faculty member will be excused from teaching for the period of the conference.

6. A statement of expenses together with receipts should be submitted to the Dean of the College, who will transmit them to the Business Manager.

Ordering Textbooks

The Campus Store will supply text requisition forms for each term to the departmental chairpersons. The forms should be completed by individual faculty and returned to the chairperson.

All texts needed should be listed as either required and/or recommended. Any supplementary books that are to be available in the Campus Store should be listed on a requisition form, including quantities needed. Any non-text item the students should buy may also be listed on the requisition form.

To allow sufficient time for ordering the books, the requisitions should be returned to the Campus Store by department chairpersons by the following dates:

Fall Term	by May 1
Interim	by October 15
Spring Term	by November 1
Summer Session	by March 15

The Campus Store cannot guarantee obtaining the books on time if they do not have the information by the above dates.

Forms for obtaining desk copies from the publishers are available in the Campus Store. The Campus Store will provide "loan" copies of texts (department chairperson approval is needed) for specific classes if they are needed. These loan copies must be returned to the Campus Store within four weeks after class opening. All copies not returned will be charged to the department or, by department chairperson authorization, will be charged to the individual professor.

Field Trips

The faculty has approved the scheduling of field trips during the regular daily class sessions. The number of field trips to be taken in any semester by a class is left to the judgment of the instructor, the department chairperson and the Dean of the College.

An instructor should file a request for a field trip with the department chairperson, who, in turn, requests the approval of the Dean of the College. This request should be made at least ten days prior to the date of the field trip. The Dean posts the approved field trip notice on the faculty bulletin board. Students are expected to inform their other instructors of their absence. No field trip will be approved for the final month of class sessions in a semester unless absolutely essential.

It is the responsibility of the instructor to make all arrangements for the field trip approved by the department chairperson.

Class Attendance

The participation of students in regularly scheduled sessions of classes is an essential part of the instructional procedure. Attendance regulations are stated in the College Catalog.

Make-up Tests and Final Examinations

1. Permission is granted to make up examinations if the absence is due to one of the following reasons:

   a. serious illness
   b. order from the U.S. Military or draft board to report for a physical examination
   c. officially representing the College
   d. death in the immediate family

2. Permission to make up examinations is granted by the instructor in the course. If, however, there are extenuating circumstances, the student may be referred to the Office of the Dean of Students. Authority for recommending to instructors that a given absence be authorized has been made the province of the Dean of Students Office since this office is in the best position to evaluate such requests. The instructor may consult with the Dean of Students Office.

3. It is the prerogative of an instructor to determine the nature of the assignment a student must do to make up an examination.

4. It is highly recommended that make-up tests be prepared separately whenever possible and that all tests be carefully prepared and administered so as to guard against academic infractions. Furthermore, the assignment or test should be determined in such a way so as to be consistent with the standards for all students in the course. The Office of the Coordinator of Advising and Scheduling is able to assist faculty in the administration of make-up tests.

Absence of Faculty

1. Faculty members are expected to meet their classes regularly and for the full period.

2. Faculty members should notify the Dean of the College and the department chairperson in advance when such absence is occasioned by attendance at professional meetings or by participation in various organizational conferences and institutes.

3. In cases of illness or emergency when time does not permit the faculty member to make arrangements in advance, the following procedure should be followed:

   a. Day Session: Call the Office of the Dean of the College to report the absence. The Dean of the College will have proper notices posted for the students and make any necessary arrangements.

   b. Evening Session: Call the Evening Session Office so that the students can be contacted by telephone to avoid an unnecessary trip to campus. The Director of the Evening Session will make any necessary arrangements.

4. A faculty member who plans to be absent may provide for his classes in the following ways:

   a. Excuse the class, but assign extra work for the day.

   b. Secure the cooperation of a colleague to administer an examination or to direct the class.

   c. Notify the class in advance that he will be absent.

5. Faculty members are permitted to be absent for illness and other brief absences without loss of pay.

6. For prolonged absences the faculty member makes arrangements with the President to meet any additional financial expense required to instruct the classes which would be missed.

Grading

Grading, like instructional methods, is the responsibility of the individual instructor. No attempt is made on an institution-wide basis to adhere to a definite curve.

Change of Grades

A grade cannot be changed once it is reported in the Records Office unless an error has been made. In such a case, the instructor must provide written authorization to the Records Office.

Supplies

Routine supplies may be ordered through the Campus Store. Large purchases of supplies and equipment should be made through the College Purchasing Department. Distribution and allocation of charges to a department must be authorized on a requisition form by the department chairperson or by others whom he may designate annually in writing to the Campus Store.

Sabbatical Leaves of Absence

It is understood that as a matter of administrative policy the number of sabbatical leaves granted in any one year or in any department or administrative division shall be limited by the availability of funds and the necessity for continuing effective operation.

General Policy: The policy of granting sabbatical leaves shall be intended for the mutual benefit of the institution and the person granted such leave. Its purpose shall be to assist members of the faculty to improve their training and competence as teachers and scholars, to make possible a period of scholarly work free of interruption by other duties and responsibilities and to further and encourage creative activity in the various fields of learning and the arts. It shall be the policy of the institution to be liberal in interpreting various kinds of activity as appropriate to sabbatical leaves, but the grant of a request for such leave shall in no case occur automatically and each request shall be judged on its merits.

Eligibility: Only faculty with tenure shall be eligible for sabbatical leaves.

Sabbatical leaves shall be granted only after six years of service at this institution and not oftener than once in seven years. Years of service shall count from the date of original full-time appointment at the rank of instructor or above. Leaves of absence shall not be counted among the years of service as a basis for sabbatical leaves except when a leave is undertaken as part of a project administratively or contractually associated with this College.

Procedures: A member of the faculty requesting sabbatical leave shall submit in support of his application a detailed program of the study, research or other activity which he proposes to pursue during his period of leave, a copy of which is to be filed with the department head, the Dean of the College and the President. The Dean of the College, after consultation with the appropriate department chairperson and with the Faculty Council (or with a similar committee of the faculty organized for this purpose), shall make his recommendation to the President, who shall act upon it.

Within thirty days after return from sabbatical leave, a written report of activities and accomplishments during the period of the leave shall be made to the department head, the Dean of the College and the President.

Types of Sabbatical Leave: A sabbatical leave shall be

1. for two semesters with 50 percent reduction in the year's pay or
2. for one semester with no reduction in pay.

None of the above includes the normal summer vacation.

Conditions:

1. Faculty members on sabbatical leave shall not accept other paid employment.
2. A recipient of a sabbatical leave shall be obligated to render service to the College for one year after his return.
3. Recipients of sabbatical leaves shall be permitted to receive money from fellowships or grants for study or research without prejudice to their receipt of income from this institution.

Departmental Adjustments:

1. Departments shall be expected to make adjustments for sabbatical leaves, whenever feasible, by suspending courses or reassigning other personnel in the case of sabbatical leaves granted for less than a full year.
2. In the case of sabbatical leaves granted for a period of a year, the department shall be entitled to a replacement when recommended by the Dean of the College.
3. Sabbatical leaves shall not be granted to several members of a department concurrently in such a manner as to impair the efficiency of the departmental program of instruction and research.

PART V. SPECIAL SERVICES

Room Reservations

Rooms for classes are assigned by the Coordinator of Scheduling. Requests for specified rooms should be made to that office.

Requests for space other than for classes should be made to the Calendar Coordinator in the College Union, who maintains the master calendar of events.

Duplicating and Other Secretarial Services

The Central Service Bureau, located in the lower level of Kranz Hall, offers a variety of secretarial services. Work may be brought to Central Service for duplication (offset or spirit), typing, cutting, folding, collating, stapling, etc. A departmental charge is made to allocate as closely as possible the expense of the service to the department utilizing it. Price sheets are available on request. Personal work may also be done on a cash basis. Call extension 395 or 396 for more detailed information.

For the convenience of those wishing to do their own duplicating, a Ditto spirit duplicator is located in Room I in the basement of Old Main and is available for making multiple copies of assignments, schedules, tests, examinations, etc. The combination to the lock for the room in which the duplicator is housed is available to authorized personnel from the Office of the Dean of the College. Spirit masters and duplicator paper may be requisitioned from the Bookstore.

Station Wagon

The station wagon is available to any faculty member for use in connection with any class-related activity. Faculty members are asked to make reservations at the College Union Desk indicating when they want the station wagon, for how long, the destination of the trip and the name of the driver. Such trips are usually for relatively short distances, almost always in the Chicago area, except for the Athletic Department, which occasionally uses the station wagon for longer trips.

Keys to Buildings and Rooms

Each door key request requires a Maintenance Service Request (MSR) signed by the department head and/or the Dean of the College. Please forward these particular MSR requests directly to the Security Office. You are personally responsible for your keys. A lost key means a lock change which requires substantial replacement lock cost. All keys must be personally returned to the Security Office so that the records may be cleared.

Mail Service

Mail boxes for all students and faculty members are in the College Union. Faculty members are urged to inspect mailboxes daily since all campus communications are delivered there, as well as all U.S. mail.

Buildings, Grounds, Parking and Security

The Physical Plant Department is responsible for the operation, maintenance, safety and security of buildings and grounds, custodial, telephone, electrical, plumbing, heating and other physical facilities of Elmhurst College.

Services are secured by properly filling out a Maintenance Service Request (MSR) form which requires the signature of the department head and is then submitted to the Physical Plant Office. These forms may be obtained from your department head or Physical Plant Office.

The College maintains a Security Officer responsible for campus security and parking regulations. All faculty and administrative staff who wish to park automobiles and/or motorcycles on campus must register with the Security Office. The Security Office will issue without cost a vehicle sticker. Each vehicle on campus must be registered and the sticker must be displayed. The penalty for a violation is a $25 fine. Information regarding parking areas and regulations may be obtained from the Security Office; traffic and parking regulations are in effect twelve months of the year.

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